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18 November 1985
OIT #0923-85

MEMORANDUM FOR: Deputy Director for Administration

25X1   FROM: William F. Donnelly
                         Director of Information Technology

          SUBJECT: OIT Planning Program for FY1986 - FY1991

       REFERENCE: DDA 85-1829/1, Same Subj., dtd 19 Jul 85

         Attached is the Office five-year planning program per your
25X1   request. [   ] will be the focal point for
this Office.

25X1

25X1   William F. Donnelly

       Attachment:
        As stated

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OFFICE OF INFORMATION TECHNOLOGY

PLANNING PROGRAM

FY1986 - FY1991

I. INTRODUCTION

The Office of Information Technology (OIT) was formed in 1985 to bring together the technologies of communications and computing in order to facilitate the Agency's transition to the mainstream of information handling technology. The focus of OIT is on the fulfillment of the needs of Agency. Not only must the technologies be integrated to control and coordinate information handling, but planning must be integrated with that of the rest of the Agency. OIT must also be alert and responsive to immediate as well as long-range requirements; crisis management has become one of the Agency's highest priorities. Key to this effort is the people in OIT - the best are needed. These people must have the proper environment to develop and attain their full potential.

II. OIT ASSUMPTIONS

o The Agency is in transition to an information handling environment that will promote more effective acquisition, analysis, and dissemination of information, improve productivity, and encourage creativity.

o Technology is changing the tools we use at a phenomenal rate. OIT will be asked to anticipate future changes in order to keep the Agency in the mainstream of information technology.

o With the increased use of sophisticated information processing and handling, security vulnerabilities will increase. OIT must enhance information security to ensure that information is protected.

o With the increasing instability in the world, OIT will be asked to respond appropriately to unanticipated and dynamically changing demands and to support a growing number of overseas activities.

o The expansion of Agency and Agency-supported domestically-based activities will increase dramatically over the next five years, with an attendant increase in demand for OIT services of greater sophistication and responsiveness.

o The ability to hire and retain employees in our specific technical areas will become more difficult due to economic changes and conditions associated with Agency employment.

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o The Agency will emphasize long-range planning of backup, contingency, and survivable services.

o Economic pressures and political realities will cause the Agency to stabilize in population and resources and at the same time be called upon for even more high quality intelligence.

III. OIT GOALS AND OBJECTIVES

o We will expand and intensify our efforts in computer security. This effort must address all areas of probable compromise, including system-to-system links, hardware, software, and users. We will look for ways to link our efforts to communications security.

o We will continue to provide consultative and training services; provide applications development, maintenance, and operations support; and develop, maintain, and operate the computer and domestic communications facilities;

o We will advise Agency management on information technology issues.

o We will support the Agency and ~~select~~ IC components by providing an environment that will promote more effective acquisition, analysis, and dissemination of information, improve productivity, and encourage creativity.

Our short and long range planning must be integrated with that of the rest of the Agency. We will pursue requirements and improve coordination across the Agency and Intelligence Community.

To provide the best service to the Agency, we must remain aware of and often guide the changes in technology in order to provide the best solutions to user problems.

o Our structure must be able to respond appropriately to shifts in priority. This requires an in-depth understanding of user needs and their impacts on Agency priorities as a whole.

In providing service to the Agency, we must emphasize quality and provide it in a timely, efficient, professional manner. We must encourage innovation and responsiveness.

o We will progress in a number of areas and make changes in others in support of the Agency mission:
  - A new communications network to handle both data and voice will be installed in Headquarters (HQ) and the New Building (NB).
  - We will expand and improve the domestic communications network.
  - The central computing services will be expanded.

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- We will manage hook-up to the communications network and to the central computer systems.
- We will improve our ability to install or relocate user equipment quickly.
- We will increase our scope and emphasis on consultative and training services.
- Personal Computer workstations will be phased in over the next five years. We will support the IBM family of PCs and a few more specialized but compatible high end terminals.
- We will establish a PC 'store' to handle software and hardware demonstrations, and software procurement and distribution.
- A new database management system for business applications will be integrated into the Agency and eventually will replace GIMS.
- AIM will be enhanced and maintained as the host-based electronic mail environment serving the Agency.
- Interfaces that integrate host systems and PCs will be introduced to allow powerful combination processing.
- As the Agency moves toward reliance on the same basic interconnected personal computer tools most stand-alone word-processing systems (such as WANG systems) will be phased out in the domestic CIA environment.
- In the interest of improved security, we will reduce substantially the number of vendors required for support to our information systems.
- We will continue to evaluate new PC software for potential Agency-wide use.
- We will establish and support test-beds for high-end hardware and software research.
- We will develop a coordinated communications/computer architecture and plan.

o With the increasing instability in the world, crisis management is a high priority in the Agency. OIT must support this effort to the fullest.

We will provide 24-hour communications and computer support at a moments notice. This support will be given our highest priority.

We will provide configuration planning, installation, consultation, and coordination support in the development, operation, and maintenance of the crisis centers.

o Within our responsibilities for communications and data processing, we will ensure that the move to the New Building is a smooth transition with minimal disruptions.

o We must recruit, train, and retain the best people available based on their suitability, skills, performance, and reliability.

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We will send our top staff to recruit actively from college campuses across the nation, and we will use the public media to recruit at national and local levels.

We will aid the efforts to streamline the hiring process by assisting in the development of integrated computer systems and by enhancing communications across offices and domestic recruitment locations.

We must provide an effective personnel management system and work environment that promotes both career development for employees and responsiveness to the changing needs of the Agency. We must provide individuals the opportunity to develop and attain full potential, and to be recognized and rewarded for performance.

Programs will be developed to provide opportunities for intra- and inter-directorate career development experiences, and to encourage EEO, affirmative action, and individual training.

o We will instill in our employees a renewed sense of discipline and dedication to the high standards and principles espoused by the Agency.

More than ever, the Office will focus on the fulfillment of the needs of its customers. This will be our driving force, and every individual will be asked to become actively involved in their satisfaction.

Succession planning will strive to select managers who exemplify standards of excellence and will be role models to others based on their qualifications and personal integrity.

Discipline, dedication, and superior performance will be promptly and publicly rewarded.

o We will strive to provide a suitable physical working environment and ensure that facilities and space are used effectively. This is in recognition of the fact that the work environment affects health, safety, morale, efficiency, and productivity and that resources are limited.

o We will provide information and planning support at the request of other Agency components in support of long-range planning of backup, contingency, and survivable services.

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